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FACTORS AFFECTING STAFF LOYALTY IN THE ROYAL EMBASSY OF SAUDI ARABIA IN KUALA LUMPUR

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Abstract

This paper aims to study effect of motivation, public relations programmers, and work environment on the staff loyalty in the Embassy of Saudi Arabia in Kuala Lumpur. The questionnaire was distributed to a sample of 216 employees of the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur. The study used One Way ANOVA Test and correlation (Pearson's Product Moment) methods to determine the relationship between motivation, public relations programmers and work environment with staff loyalty in the Embassy of Saudi Arabia in Kuala Lumpur. The most important result was the existence of a statistically significant relationship between the loyalty of the employees of the Embassy and the motivation, public relations programs, and the working environment.

Keywords: Loyalty, motivation, PR programmers, work environment, Saudi Embassy in Kuala Lumpur.

ملخص

الولاء هو العمود الفقري لاستقرار المؤسسة وفعاليتها. لذلك، فإن العديد من العوامل تؤثر على ولاء الموظفين في المنظمات. تهدف هذه الورقة إلى دراسة العوامل المؤثرة على ولاء موظفي سفارة المملكة العربية السعودية في كوالالمبور. هذه العوامل هي الدافع، وبرامج العلاقات العامة، وبيئة العمل. تم توزيع الاستبيان على عينة من 216 موظفاً من سفارة المملكة العربية السعودية في كوالالمبور. استخدمت الدراسة طريقة one way ANOVA للاختبار وطريقة الارتباط (Pearson Product Moment) لتحديد العلاقة بين الدوافع وبرامج العلاقات العامة وبيئة العمل مع ولاء الموظفين في سفارة المملكة العربية السعودية في كوالالمبور. أهم النتائج كانت هي وجود علاقة ذات دلالة إحصائية بين ولاء موظفي السفارة وكل من الدافع، وبرامج العلاقات العامة، وبيئة العمل.

كلمات مفتاحية: الولاء، الدافع، برامج العلاقات العامة، بيئة العمل، سفارة المملكة العربية السعودية في كوالالمبور.



1. Introduction

Organizational loyalty is an essential foundation of organizations, their success and sustainability depend on the loyalty of the employees. Through loyalty job satisfaction is achieved by the employees, has intensified research efforts on identifying concepts, is loyalty to the regulatory state of mind describing the relationship between the employee and the organization, which have a characteristic that influence the management in the sustainability of the organization and achieve its objectives, the greater the loyalty regulatory Say rate Turnover, and the percentage of absenteeism and delay[1].

1.1. SIGNIFICANCE OF THE STUDY

1.1.1. Objective reasons

a) To identify the impact of motivation on the loyalty of employees at the Embassy;
b) To identify the impact of public relations' programmes on the loyalty of employees at the Embassy;
c) To identify the impact of work environment on the loyalty of employees at the Embassy.

1.1.2. Personal objectives

a) to enhance the management performance in the Embassy;
b) to strengthening relations between the Embassy and its attaches;

1.1.3. QUESTIONS OF THE STUDY

[1] S. Rabiyathul Basariya. (2017). Perspectives and The Factors Influencing Effectiveness Of Training And Development On Employees' Performance. *International Journal of Civil Engineering and Technology (IJCIET)*, 8 (9). Pp 135-141.



The study seeks to discover answers to the following questions:

a) To what extent the motivation affects the staff loyalty at the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur?
b) To what extent the PR programmes affects the staff loyalty at the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur?
c) To what extent the work environment affects the staff loyalty at the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur?

1.1.4. STUDY HYPOTHESIS

There is a significant effect of motivation, public relations programs and work environment on loyalty.

1.1.5. Methodology

The study employed a quantitative method to study the effect of motivation, PR programmes and work environment on the staffs' loyalty in the Embassy of Saudi Arabia in Kuala Lumpur. In this view, a questionnaire was formulated to draw out information from 216 employees at the Royal Embassy of Kingdom of Saudi Arabia in Kuala Lumpur. about the study. The study used One Way ANOVA Test and correlation (Pearson's Product Moment) methods to determine the relationship between motivation, PR programmes and work environment with staff loyalty in the Embassy of Saudi Arabia in Kuala Lumpur.

1.1.6. Limitations of the study

The study includes diplomats and local staff at the Embassy of Saudi Arabia in Kuala Lumpur.



1.1.7. Difficulties of the study

The study encountered minor difficulties regarding the delay in collecting the questionnaire from the respondents.

2. Literature review

This section will cover studies of factors affecting loyalty in terms of motivation, public relations programs, and the work environment.

a) Staff Loyalty

Organizational loyalty of staff is an important factor in improving the organization's performance, especially since the promotion of organizational loyalty has a positive impact on employee productivity and performance, and this is directly reflected in staff and organization stability. In other words, the higher the loyalty of staff to their organization, the higher the level of organization's performance and the staff's job satisfaction. However, many factors affect, directly or indirectly, the level of organizational loyalty. For example, when the organization adopts a value-based approach to leadership, this affects positively the degree of loyalty of employees in terms of wages, privileges, incentives, etc[2].

A study was conducted on the relationship between employee satisfaction and organizational commitment, showing that in order to instill loyalty among staff,

[2] Safwan Amin al-Saqqaf and Ahmed Ibrahim Abu Sen. (2015). The impact of leadership based on values on organizational loyalty: An Empirical Study on Yemeni Business Organizations: Hael Saeed & Co. “Case Study.” *Journal of Economic Sciences*, *16*(1), 71–91. Retrieved from http://journals.sustech.edu/



organizations should find ways to involve them. This also requires the pursuit of talent development, maintaining a level of dynamism and work environment within the organization. The results of the study also show that the promotion of loyalty depends primarily on the individual and organizational level, including management support, job content and work-related stress, especially as this affects the decision to leave the organization. The study pointed to the need to increase the level of management support and advancement of employees, provide opportunities for progress, create continuous challenges, and work to reduce the factors of fatigue in work. The study recommended that managers of organizations and researchers enhance understanding of the underlying factors that affect attrition, especially as the most important factor is the employee who is the last decision holder to stay or leave the organization[3].

b) Staff Motivation

Motivation is one of the most important types of management policies, especially as it represents a vital activity through the positive impact on staff in terms of improving the job performance and improving the social aspect of the staff. This reciprocal relationship contributes to the development of internal public relations that includes leadership of the organization and staff at all management levels[4]. Motivation is vital

[3] Long, C., Ajagbe, M., & Nor, K. (2012). The Approaches to Increase Employees' Loyalty: A Review on Employees' Turnover Models. *Australian Journal of Basic and Applied Sciences, 6(10): 282-291*
[4] Bokarsh Basma. (2011). *Motivation Policy and development of public relations in the institution: An Empirical Study Foundation ArcelorMittal*. Baji Mukhtar University.



to both managers and researchers. Motivation is the basis for many managers at all levels, and for researchers, it is the basis for research in the field of effective management practices[5].

Kreitner cited some of contemporary definitions of motivation such as the psychological process that gives behavior purpose and direction[6]; a predisposition to behave in a purposive manner to achieve specific, unmet needs[7]; an internal drive to satisfy an unsatisfied need[8]; and the will to achieve[9]. Atkinson defines motivation as "the contemporary (immediate) influence on direction, vigor, and persistence of action" (p.2)[10], while Vroom defines it as "a process governing choice made by persons . . . among alternative forms of voluntary activity"[11]. According to Farnaz Namin, many changing relationships affect motivation, and help to explain the direction, capacity and continuity of an individual's behavior. So that does not affect the continued impact of efficiency, skill and understanding of the task clearly, as well as constraints that contribute to the impact on the work environment[12].

c) Public Relations Programmes

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[5] Steers, R., Mowday, R., & Shapiro, D. (2004). The Future of Work Motivation Theory. *Academy of Management Review*, *29*(3), 379–387. https://doi.org/10.5465/AMR.2004.13670978.
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[7] Buford;, James Ansel; Arthur G. Bedeian; Lindner, J. R. (1995). *Management in Extension* (3rd ed.). Columbus: Ohio State University Extension.
[8] Edward Tory Higgins. (1994). *The management challenge* (2nd ed.). New York: Macmillan.
[9] Bedeian, A. G. (1993). *Management* (3rd ed.). New York: Dryden Press.
[10] Atkinson, J. W. (1964). *Introduction to motivation*. Princeton: NJ: Van Nostrand.
[11] Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.
[12] Farnaz Namin. (1976). Motivation in the Workplace: Practical Techniques for Leaders. Retrieved on 20/6/2018 from www.centerforworklife.com/cfwl-content/.../03/Motivation-in-workplace-edit2.pdf.



Public relations aim to gain public trust in the organization and its goals and achievements. It is important that such trust must first be found in the staff of the Organization. The lack of internal trust leads to the failure of external relations[13]. All employees of the organization, whatever their career level or the nature of their work, influence the position and reputation of the organization through their conversations with friends and with external audiences. Here, it is important to gain the trust and loyalty of these employees to the organization, as well as the modernization of the management of the importance and value of communications with employees[14].

It is important that there are effective ways and means of communication in the organization so that the staff can stand up to the reality of what is going on in the organization and that each employee is convinced that he plays an important role in achieving the goals of the organization, as well as his understanding of the reality of its objectives, policies and programs. Effective communication between administrative and executive levels ensures enhanced relationships among all members of the organization, as staff have access to management objectives, goals and policies[15]. At the same time, the Department has the opportunity to know the views, views, problems and reactions of employees regarding administrative actions. These

[13] Bowen, S. (2007). Ethics and Public Relations. Retrieved from http://www.instituteforpr.org/
[14] Dowling, G., Weeks, W., Helm, S., Liehr-Gobbers, K., & Storck, C. (2011). *Reputation Management*. https://doi.org/10.1007/978-3-642-19266-1.
[15] Krantz, D. (2015). 5 Ways to Effectively Communicate With Employees. Retrieved June 4, 2018, from https://www.entrepreneur.com/article/248757.

views and views are reflected in the workers' proposals, grievances and grievances. It is also important to be clear what the organization expects from the workers and what the staff expect from the organization[16].

d) Work environment

The great challenges that companies and institutions around the world face in getting staff with the necessary expertise and skill to do the job lie in how to keep these employees within the organization, not just to attract them with some material benefits. Everything that is new makes the staff more loving to the place, and the more refreshing and attractive the work environment, the more comfortable the employees feel, the more they will remain in the organization[17].

The management of the organization should provide all the comforts of the staff and overcome all the difficulties they face in the performance of their daily work, to get the best result, and the highest achievement. This policy will provide an opportunity to discover the capabilities and talents of each individual employee. This results in the release of psychological comfort for staff. The management of the organization should provide guarantees to workers after retirement or injury during work. Because this is

[16] HR Management. (n.d.). Overcoming Employee Resistance to Change | Paycor. Retrieved June 4, 2018, from https://www.paycor.com/resource-center/change-management-in-the-workplace-why-do-employees-resist-it
[17] International Labour Office. (2011). *A Skilled Workforce for Strong, Sustainable and Balanced Growth: A G20 Training Strategy*. *Education And Training*. Retrieved from https://www.oecd.org/g20/summits/toronto/G20-Skills-Strategy.pdf.



reflected on their completion at work, and thus ensure the management loyalty of staff[18].

A good working environment increases the chances of attracting talent and optimizing their potentials and skills, and this is reflected in the productivity of the organization. Therefore, the work environment is one of the most important elements of success for organizations and companies. This fact is reflected positively in product, service and customer satisfaction in general. In addition, it increases the level of loyalty to institutions, which motivates the employee to do his job as an owner of the company and not only employees perform specific tasks[19].

5. Theoretical framework

The study will investigate the fact that motivation, public relations and work environment (the independent variable) are playing an influential role in enhancing the loyalty (dependent variable) of staff the Embassy of Saudi Arabia in Kuala Lumpur. Based on this argument, the study formulates the following theoretical framework:

[18] Nigel Nicholson. (n.d.). How to Motivate Your Problem People. Retrieved June 4, 2018, from https://hbr.org/2003/01/how-to-motivate-your-problem-people.

[19] Raziq, A., & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, *23*, 717–725. https://doi.org/10.1016/S2212-5671(15)00524-9.



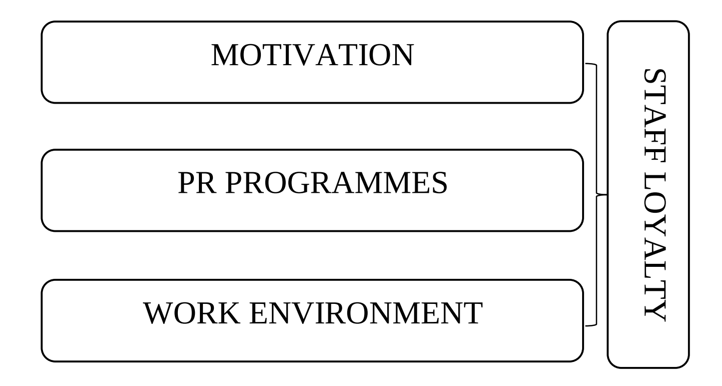


Figure 1: Theoretical framework

3. RESULTS AND DISCUSSION

3.1. Results

The study shows that, there is a significant statistic relation between the motivation, PR programmes, work environment and the staff's loyalty at the Saudi Embassy in Kuala Lumpur. This relation reflects on the following aspects:

i) Respondents reported that the wages they receive commensurate with their work and meet their needs;

ii) Respondents stressed the importance of training, not only because it develops their abilities at work, but because it increases the level of job performance at the embassy.

iii) The loyalty of embassy staff is a key factor in strengthening the relationship between the two parties. Therefore, this close relationship leads the embassy staff to work and achieve the highest level of achievement;



iv) The loyalty of embassy staff enhances job satisfaction on the one hand. It also contributes to keeping them in the embassy so that they do not think about moving to another employer, on the other hand;

v) The loyalty of embassy staff helps leadership in enhancing the effectiveness of the organization; therefore, identify weaknesses, and strengthen strengths; and

vi) The loyalty of embassy staff helps to ensure the success of the work within the organization.

3.2. Discussion

The high degree of organizational loyalty of working individuals reduces their turnover and improves their performance. The impact of organizational loyalty may extend to the private lives of individuals outside the workplace, where the employee with high organizational loyalty feels highly satisfied, happy and family connected, it is essential to measure the degree of compatibility between the individual and the organization in which he works. Individuals with high organizational allegiance tend to support and support the organization's values and to stay there for a longer period, as well as the impact of organizational loyalty on the individual's career, in his work, and diligence to achieve the objectives of the organization, which is quick to upgrade and offer functional.

Loyalty studies have shown that the high level of loyalty positively affects the organization by increasing productivity, reducing expenditure and costs due to the



absence of the percentage of employed persons and their delay from work, or their transfer to other organizations. High organizational loyalty also maintains a high level of morale among the staff. Especially since everyone is working to achieve very important goals. In addition to facilitating the organization's task in selecting new high-skilled employees because of the desire of many to work for its reputation. Individuals with high organizational loyalty contribute to economic growth, high national production rates in their countries, as well as more functional features.

Moreover, high organizational loyalty is of great importance to both the individual and the organization. The organization achieves organizational effectiveness by increasing its productivity, low costs and the efficiency of its employees. On the one hand, the individual achieves his psychological comfort through his satisfaction with work and his agreement with his organization, which leads to his promotion and career advancement. In addition, the high level of organizational loyalty has a significant impact on economic growth and national production.

The current study shows that the loyalty of embassy staff is the main motivation for making the best effort for the success of the embassy. Based on this, this motivation is embodied in the following manifestations:

i. The spirit of the teamwork which contributed to linking embassy staff to each other;



ii. The employees of the embassy seek their best efforts to maintain the stability and success of the work;
iii. Respondents indicated that the embassy leadership seeks to satisfy their multiple needs and wishes, which results in a positive impact on their loyalty growth. Therefore, it is clear from the above that financial or moral incentives play a major role in the development of the loyalty of embassy staff, and strengthen relations between the embassy and the employees, which drives them to achieve their goals on the one hand, and the objectives of the embassy on the other.;
iv. Respondents explained that the working environment at the embassy takes into consideration the official aspects, the needs of the employees, the nature of the communications within the embassy, and the methods of supervision;

Thus, all these factors help to grow organizational loyalty, as satisfying the needs of work through the organization to which the employees belong, generate loyalty to them. Incentives of all kinds increase motivation and enthusiasm for work, as well as clarity of the organization's objectives. On the other hand, the participation of decision makers, and the leadership style has a great role in instilling loyalty among employees through supervision, motivation and encouragement.

4. CONCLUSION

The study concluded that there is a strong statistical relationship between motivation, public relations programs, working environment and loyalty of the employees of the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur. The study showed that



the motivation had a positive impact on the loyalty of the embassy staff in terms of financial and social incentives. The results of the study showed that public relations programs at the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur develop the working skills of embassy staff. The results of the study showed that employees of the Embassy of the Kingdom of Saudi Arabia in Kuala Lumpur have a high degree of loyalty towards the Embassy, especially as they are satisfied with the volume of work entrusted to them. The Embassy also provides the staff with the necessary resources to enable them to perform their work as required and with the highest quality.

The study concluded that the motivation, public relations programs and the work environment greatly influenced the loyalty of the employees of the Embassy of Saudi Arabia in Kuala Lumpur. The results of the analysis showed that the relationship is stronger between the loyalty of the staff and the working environment of the Embassy. While the relationship was less between motivation and public relations programs. In this regard, the working environment has formed a cornerstone in promoting loyalty among embassy staff. On the other hand, the embassy's senior leadership should pay greater attention to the development of public relations programs, thereby enhancing motivation and motivation to strengthen loyalty among embassy staff.

5. Recommendations and implication

5.1. Recommendations



According to the results of the analysis and discussion, the study suggests the following recommendations:

a) Enhance the working environment through the development of resources and increasing the participation of employees in decision-making, as well as strengthen the existing management system team to ensure the continued loyalty of employees.;
b) Support the Embassy's Relations Section to develop programs and activities in order to achieve the highest level of loyalty among Embassy staff;
c) Enhancing the financial and moral incentives that increase the efficiency of the performance of the embassy staff and thus enhance their loyalty.

5.2. Suggestion for further research

In light of the current study, there is a need for deeper and more comprehensive studies in the following areas:

a) The relationship between public relations programs and the level of loyalty among employees in the organization;
b) Factors that affect the achievement of job security among employees and their relationship with loyalty to the organization.



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